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ABSTRACT

This book presents the personal accounts and reflections of 10 individuals who were given leadership responsibility for the implementation of certain aspects of change in institutions of higher education in Great Britain. The contributions illustrate key dimensions of these changes--the development of strategies aimed at widening access, the introduction of new teaching and learning methodologies in light of increasing student numbers and a declining unit of resource, the utilization of short-term project funding to achieve curriculum change, responses to increased competition and accountability in relation to research, emphasis on generic staff development, and the more active and influential role for students in shaping the educational system. The collection begins with Part 1, an introduction by Maria Slowey titled "Reflections on Change--Academics in Leadership Roles." Part 2, titled "Leading Change--Heads of Department and Others," presents "Making It Happen--Reflections on a Varied Career" (Christine King); "A Learning Curve in Change Management" (David Thorley); "Accessibility and Institutional Change" (Richard Taylor); "Using Total Quality Management as a Management Tool in Educational Support Services" (Peter Slee); and "Managing Transformations in University Departments" (Jennifer Tann). Part 3 is titled "Implementing Cross-Institutional Change" and presents: "Using Projects for Dynamic Intervention in the Curriculum of Higher Education" (Freda Tallantyre); "Student Guidance and Support--Changing the Approach" (Geoff Layer); and "Strategic Management of the Further Education Curriculum" (Ian Todd). Part 4, "Opportunities for New Actors in Times of Change," includes "Times of Change or Times of Chance?" (Lesley Cooke) and "Student Unions and Universities in Partnership--The Future of Higher Education?" (Lee Whitehead). An appendix by Rhodri Phillips is also presented, titled "Growth and Diversity: A New Era in Colleges and Universities." (Some papers contain references.) (JDD)

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